

Facilitator Agenda– Board of Directors 2 Days August 2025

General Materials Needed:		Room Set-up:	
1 Set of Handouts per Person One ream of white photocopy paper Chart Paper (4 to 5 full w Sticky Strip) Name Tags	Materials Box for each table with: Markers (Mr. Sketch variety) Post its – 3x3” and 4X5” sizes Pens and Pencils Participant “toys”	Round Tables for participants Projector, Screen, mics, and Speakers Carousel stations and reporting stations No podium, table with projector big enough for laptop	
Key Outcomes: Participants will be able to engage in dialogue around crucial issues with individuals, teams, and as an organization Participants will assess their own communication styles, identify assets and challenges, and apply strategies based on these allowing them to engage in dialogue around crucial issues. Participants will apply a decision making matrix to identified crucial issues to help assess what level of decision is needed and who should be involved in the dialogue.			
Time Slides Facilitator	Resources	Instructions, Activity and Debrief (Facilitators)	Essential Questions and Outcomes
	Charts, handouts, articles, materials, slide	What are you saying, what are they doing, what questions will you use to guide learning and make clear the important points Include an estimate for how long each section of the learning will take	What question(s) will this learning answer? What will participants know or be able to do?
7:45-9:00 –prep, practice, room set up, sound check, etc.			
	Entry Activity – Review your answers to page 3 of the Community agreements		
9:00-9:45		45 Minutes TOTAL Getting Started	
	Community Agreements Core Values	3 Minutes – Welcomes Land Acknowledgement begin by acknowledging that through a history of colonization and brutality, we are currently on the traditional lands stewarded by generations of the Indigenous people in the area (XXXXXXXXXXXXX). We honor these indigenous people, all elders, past, present, and emerging. We are called to learn and share these learnings about this tribal history, culture, and contributions that have been suppressed in the telling of the story of what we now call the United States of America.	How will we work together? Participants will review, clarify and agree to a set of expectations and behaviors that support their learning as a community.

Agenda Review – Today › Getting Started and Building Our Community › Core Values and Our Role › Communication Style Corners › Chapters 1 and 2 › Wrap Up and Reflect Community Agreements Using Self-Awareness and Self-Knowledge Listening for Understanding Being Gracious Staying Engaged Being Open and Suspend Judgment Saying "I"- tell your truth Seeking Discomfort Reaching Empathy Expecting Non-Resolution and Non-Closure * Adapted from "Building my words and actions" - Anne G. Crady, Transitions		Agenda Review › Getting Started and Building Our Community › Core Values and Our Role › Communication Style Corners › Chapters 1 and 2 › Wrap Up and Reflect 5 Min - Group Review (p.2-3) Begin with a proposed list of community agreements, each table needs to describe what they think each agreement means and propose any additional norms not covered by the proposed agreements: 1. Using Self-Awareness and Self-Knowledge 2. Listening for Understanding 3. Being Gracious 4. Staying Engaged 5. Being Open and Suspend Judgment 6. Saying "I"- tell your truth 7. Seeking Discomfort 8. Reaching Empathy 9. Expecting Non-Resolution and Non-Closure Refer them to the Community Agreements in their handouts and that they received as part of their Pre-Attendance documents. 5 Min Prompt table groups to review the agreements. • Give them 10 minutes to scan the agreements looking for items that they don't understand. • They should also be tracking what they think is missing. 5 Min - Debrief Share what you mean by the agreements. Check to see if tables are on track or need clarity for EACH of the agreements.	
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Key Points  › Agreements on how we will work together for our time allow both learners and facilitator a structure to manage learning and mediate challenges. › They support good communication. Introduction Time  Your Core Values <i>Core values are the fundamental beliefs of a person. These guiding principles dictate behavior and can help people understand the difference between right and wrong. These can often be expressed in one or two words.</i> Ellen  Introductions  Name Pronouns Role Core Value		Before moving on - ask the group to show thumbs: • Thumbs up is I totally agree • Thumbs sideways is I can live with it and I am fine to move on • Thumbs down – I simply cannot move on AND I have questions or something different to propose. • A thumbs down comes with the responsibility of working until your thumb can at least be sideways. 2 Key Point Agreement on how we will work together allows us the space to manage “airtime” and teaching - AND allows adult learners a safe space to learn. 15 Minutes Getting to Know Each Other Let’s do a quick whip introduction – I will start, Name Pronouns and Role Share a Core Value 2 minute Directions and Review • A core value – ○ Review what a core value is (Core values are the fundamental beliefs of a person. These guiding principles dictate behavior and can help people understand the difference between right and wrong – one or two words) • You are going to One word or two that describes a fundamental belief held by you – start the chart with yours (ex. Solidarity) - you and your partners will chart the core values only as they are shared – Use two charts and two recorders so that it can move quickly. Use the Handouts to record your core value – we will come back to this sheet. Debrief did you notice any patterns?	
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Did you notice any patterns? Surprises?   > Our work/life are prioritized by our core values. > Values are at the core of relationships, community and solidarity. > Stated values don't always match actions			
9:45-10:15		30 TOTAL Minutes – Purpose Share	
A Little Purpose  Your "why" refers to the core reason or driving force behind what you do, essentially your personal purpose or motivation Sharing your "why" allows others to connect with your values, understand your passion, and build deeper relationships  Cell Phone Mixer > Open a picture that represents your purpose for being on this board. > Three 5 Minute Rounds > Triads – People you don't typically talk to or are new to you. > Share your name, your picture, and your purpose.	Core Values That Drive Work / Life	5 Minutes Introdcction Now I am going to model something you are going to do – share your WHY – our "Why" Your 'why'" refers to the core reason or driving force behind what you do, essentially your personal purpose or motivation Sharing your "why" allows others to connect with your values, understand your passion, and build deeper relationships 15 Minutes Group Sharing We will be repeating at least 3 rounds of the following: • Open a picture that represents your purpose for being on this board. • Three 5 Minute Rounds • Triads – People you don't typically talk to or are new to you. • Share your name, your picture, and your purpose. 10 Min - Debrief • How did you feel when you were presenting or listening ? • What are some common themes that you heard across the introductions? • Did you notice any partterns?	Who are we as a group? The group will share their own and develop a collective set of core values. The group will begin to explore and share their identity. The group will build a sense of community with each other.

Discussion › How did you feel when you were presenting or listening? › What are some common themes that you heard across the introductions?  Did you notice any patterns? Surprises?   › Our commitments in work and life are best when we understand why we do them. › Sharing your "why" with others allows them to connect with your values, understand your passion, and build deeper relationships		1 Min - Key Point • Our commitments in work and life are best when we understand why we do them. • Sharing your "why" with others allows them to connect with your values, understand your passion, and build deeper relationships	
10:30 BREAK			
10:30-11:30		60 Minutes Dreams and Challenges	
Dreams and Challenges  What does a Loving Community or School look like?		Charting in Small Groups What does a loving school community look like?	Participants will explore a shared analysis of what their challenges are in achieving the public schools they want.



What or Who is preventing you from achieving this dream?

Why?



- › **Why** is this happening? What is the root cause?
- › **Who** is benefiting from what's happening?
- › **What** is their vision for our public schools and higher education?

nea

What are the impacts on your

- › coworkers?
- › students?
- › community?



nea

What's at stake and how do we currently talk about it?

Public education?
Public school workers?
Public school students?
Families and communities that public schools serve?
DSEA and this board?

nea



- › Business as usual will keep us in the current status
- › Disrupting the current status will require a change in how we do business.

nea

Who is preventing you from achieving this dream?

Why is this happening?

- › **Why** is this happening? What is the root cause?
- › **Who** is benefiting from what's happening?
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What are the impacts on your

- › coworkers?
- › students?
- › community?

What's at stake and how do we currently talk about it?

Public education?

Public school workers?

Public school students?

Families and communities that public schools serve?

DSEA and this board?

What do we want to do about this?

Key Points

- › Business as usual will keep us in the current status
- › Disrupting the current status will require a change in how we do business.

11:30-12:00		30 Minutes Review Current Strategic Plan	
 The presentation consists of three slides. The first slide features the NEA logo and the title 'Current Strategic Plan'. The second slide displays the DSEA logo and the title 'Delaware State Education Association Strategic Plan 2015'. The third slide is titled 'STRATEGIC PLAN FOCUS AREAS' and lists five areas: Communications, Organizing, Leading the Profession, Political Engagement, and Social Justice. Below this, the 'COMMUNICATIONS GOALS' slide lists four goals: Promote public education, Increase awareness/understanding of issues impacting teaching and learning among DSEA leaders, members and staff, Develop and promote brand for DSEA focusing on 'Why', and Promote and to respond to member feedback ('ownership'). The final slide, 'Communications Activities', lists several initiatives: DSEA.org, ACTION!, Read Across America, New Media opportunities-TV commercials, online town halls, Great Public Schools, Digital Engagement-Facebook, Twitter, Flickr, List Servs, Podcasts, Video infomercials on education topics, and Faces of DSEA.		Will this get us where we need to go? What would you keep and what would you change? What do you think your members would say about this plan and how it builds a loving school community?	Participants will identify gaps for discussion in the current and dated strategic plan

ORGANIZING GOALS 1 on 1 relationship building conversations - Recruit & engage new hires and non-members - Identify & build relationships with community partners - Events for members to meet and greet each other - Identify & build relationships with labor partners Organizing Activities - Courtwide meetings for local members to share and learn new and best practices - Training for local leaders for new hire orientations and 1 on 1 conversations 1 on 1 conversations with new hires, non-members and members - More member events – Labor day Picnic after parade, Family events - Quarterly member mixers - Mentoring program for new members - Expanded student membership engagement - Member Benefit events (new format) and trainings - Building visits with members - Develop community partners LEADING THE PROFESSION GOALS - Student centered, member led - Promote & support the professional growth of <u>all</u> members - Identify, train, and support leaders - Promote and protect rights of <u>all</u> members Leading the Profession Activities - Increase the professional development opportunities for all member categories - Develop our own evaluation system - Focus on identifying and cultivating leaders representative of all categories of membership - Online professional development - Increase public awareness around ESP groups - Leadership Development Program - Develop seminar/round table series on different policy issues POLITICAL ENGAGEMENT GOALS - Increase member understanding & awareness of why we are involved in politics - Increase member interaction with elected & appointed officials ("relationships") - Sustain & increase PAC contributions - Identify & support candidates who support public education regardless of party affiliation			
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Political Engagement - Ongoing education regarding how IDEA is involved in politics - Increase member awareness of what is happening in other places and could happen in Delaware - Have members visit legislators during session - Regular Town Halls – locally, statewide and statewide - Train members around modes of participation in process - Return party after elections sponsored by IDEA - PAC Contacts – locally, county, building - Legislators to visit reg meetings SOCIAL JUSTICE GOALS - Partnering with/or supporting efforts to promote equity of opportunity & fair treatment for all - Promoting cultural competency & diversity among our members - Protecting rights of educators & students to discuss & promote social justice efforts Social Justice Activities - Educate members on what social justice is through broad communication efforts - Monthly articles to members on social justice issues - Develop professional development training on cultural competencies - Build relationships with existing social justice organizations and develop an action plan on building level to address social justice - Create opportunities to participate in community based cultural events - Realign and legitimize the ERAC and NCR - Equal Justice Day - Commitment to organize groups for food banks, habitat for humanity, etc.			
12:00-12:45 LUNCH			

12:45-1:45		60 Minutes – Building Power	
 Club to Fighting Union CLUB OR UNION? TABLE TALK Which of these columns best describes the work of this Affiliate? What indicators stand out to you? Unorganized Club Union Fighting Union 3 Prevalent Theories of Change Advocacy Advocacy is the work of creating change through the actions of professionals or technical experts—lobbyists, pollsters, lawyers, communication specialists, researchers. Advocacy relies on the expertise, status, and know-how of these groups of people to make change. Advocacy usually happens in a closed-door room; ordinary people play a small to nonexistent role in its efficacy. Advocacy has become a dominant strategy for unions and liberals. Mobilizing Mobilizing, by contrast, activates an already-convicted membership. Mobilizing encourages those who already support a cause or a mission to take action to defend their belief—for example, by attending a protest, wearing a button, or signing a petition. Organizing To organize is to build mass support and strength among ordinary people. Organizing draws its power from working people's jagged strength: our numbers. The work of organizing is systematic and rigorous: it requires connecting with every single worker in a shop, every educator in a building, every building in a district. At its core, it asks people to understand their own agency and to make choices about how they will exercise it. TIME TO TALK Which of these theories do we mostly work in? Which of these theories generates the power you need to win the changes you want? Advocacy is about – using expertise. Mobilizing is about – engaging the already committed. These are necessary, but not sufficient to build the power we need.	Club to Fighting Union Three Theories for Change	Use the two frameworks Club to Fighting Union Three Theories for Change To accomplish a shared analysis of where DSEA is in regards to power building.	

Organizing is about building power.

DEFINING POWER

Power is the ability to control, create, and prevent change.

Power is organized people and organized resources (money).

Power is not static, it is either waning or growing.



UNDERSTANDING POWER

Power is neutral

Our values affect the way we use power



TRUTHS ABOUT BUILDING POWER

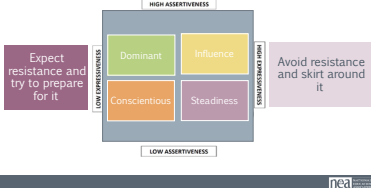
- Power has to be consistently built or it is waning
- Not everyone wants us to have power and actively work to take our power away
- Public actions through shared vision, shared purpose, shared resources, shared risk, and unity is how we build power
- The bigger the win you want- the more power you need
- Building power requires leadership



Power Building Scenarios

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Social Justice Event 2. DSEA Face Book Page 3. Pac Donations 4. Testifying before Legislature 5. Winning Grievance 6. Doing 1:1's 7. Weekend Rally | <ul style="list-style-type: none"> • How is power being built? • Who's doing the work of this? • Who is the story about? • What does this gain for all members? |
|---|---|

Campaigns are not Programs An issue <i>campaign</i> is the process through which the people organize around leaders and structures to use their resources in accomplishing goals that achieve the change they need and want. It is public. It involves risk. It results in the story being about the workers. From Membership Center How do we achieve our dreams? <table><tr><td>PROGRAMS</td><td>CAMPAIGNS</td></tr><tr><td>> Club</td><td>> Fighting Union</td></tr><tr><td>> Union</td><td>> Organizing</td></tr><tr><td>> Advocacy</td><td></td></tr><tr><td>> Mobilizing</td><td></td></tr></table>  Key Points ❑ Intentional campaigns, not programs, not advocacy, build power. ❑ The power to win is only built through people with a shared vision, making public commitments to act, to risk their collective resources, for the big meaningful changes they want. ❑ The kind of power we need depends on what you do outside of this room and how accountable you are to each other for those actions.	PROGRAMS	CAMPAIGNS	> Club	> Fighting Union	> Union	> Organizing	> Advocacy		> Mobilizing				
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1:45-2:15		30 Minutes TOTAL Communication Styles With New Stuff											
Communication Styles DISC STYLES Step 1: Go to the chart where your dominant style is posted Step 2: Colleagues create a T-Chart with one side listing what makes this style an asset in the work of Affiliate Staff, and on the other side the challenges this style creates for Board Members.  	Leadership Style Survey Done in Advance Style Under Stress done in advance 4 Charts: Direct Systematic Spirited Considerate	Communciation Style Survey Intro 2 Minutes Participants will have completed this PRIOR to attending and will have it ready for this experience. • Share that everyone has recognizable, consistent communication styles. • We are exploring these today because each style can have positive and negative aspects to it. • We are going to work in style-alike groups to identify these. 10 Min • Go to the chart with the heading of your style as defined by this profile. • With your colleagues, create a T-Chart • Side 1 – What makes this work style a great asset as an affiliate staff? • Side 2 - What sorts of challenges does this style create as an affiliate staff?	Participants will assess and reflect on their communication styles using two separate tools. They will chart their assets and challenges and continue to reflect and connect this to effective communication.										

DISC Styles › What makes this work style a great asset as a member of this board? › What sorts of challenges does this style create as a member of this board?  Communication Styles Report Out › Report out from the Styles › Which style is most challenging for your group to work with?  Key Points › Effective communication is vital for a healthy work culture and improved morale. › How we communicate, how people perceive us and how we listen are all factors in our effectiveness. › Recognizing our patterns is what is most important as it allows you to respond more effectively. 		12 Min - Report Out • Each Corner will have 3 Minutes to Share an overview of their Assets and Challenges. 8 Min - Final Debrief • Ask each group to point to the style that they find most challenging to work with. • How do those differences impact our work? Key concept to draw out – we are in a line of work that requires us to communicate effectively – 80% of that is in our ability to attend to others. Reflect especially on which of the other styles we find most challenging to work with. Key Points • Effective communication is vital for a healthy work culture and improved morale. • How we communicate, how people perceive us and how we listen are all factors in our effectiveness. • Recognizing our patterns is what is most important as it allows you to respond more effectively. •	
2:15-2:30 BREAK			
2:30-3:00		30 Mins TOTAL– Communication Styles Under Stress	.
How Styles Handle Resistance 	WENT VERY QUICKLY OVER THIS 5 to 10 minutes are the most	Leadership and Communication Style Under Stress Continued There is a connection between the two assessments I asked you to complete. Let's see how you connect. Silence Patterns – Silence patterns consist of any act to purposefully withhold information from the pool of meaning. It's almost always done as a means of avoiding potential problems, and it always restricts the flow of meaning.	

Style Under Stress Assessment <table><tr><th>Violence</th><th>Silence</th></tr><tr><td>Controlling</td><td>Masking</td></tr><tr><td>Labeling</td><td>Avoiding</td></tr><tr><td>Attacking</td><td>Withdrawing</td></tr></table> How Our Style Can Affect the Pool of Meaning <table><tr><th>Dominant and Conscientious</th><th>Influence and Steadiness</th></tr><tr><td> Violence Patterns Violence patterns consist of any verbal strategy that attempts to convince, control, or compel others to your point of view. It violates safety by trying to force meaning into the pool. </td><td> Silence Patterns Silence patterns consist of any act to purposefully withhold information from the pool of meaning. It's almost always done as a means of avoiding potential problems, and it always restricts the flow of meaning. </td></tr></table> Use our Handouts <table><tr><td> Style / Pattern Check Masking Either then tell people exactly what you think, do you sometimes rely on jokes, sarcasm, or snide remarks to let them know you're frustrated? When you have something tough to bring up, do you sometimes offer weak or insincere compliments to soften the blow? Avoiding Sometimes when people bring up a touchy or awkward issue, do you try to change the subject? When it comes to dealing with awkward or sensitive subjects, do you sometimes hold back rather than give your full and honest opinion? Withdrawing In times, do you avoid situations that might bring you into contact with people you are having problems with? Have you put off returning phone calls or emails because you simply don't want to deal with the person who sent them? Controlling In order to get your point across, do you sometimes exaggerate your side of the argument? If you seem to be losing control of a conversation, do you cut people off or change the subject in order to bring it back to where you think it should be? Labeling When others make points that seem stupid to you, do you sometimes let them know it without holding back at all? When you're moved by a comment, do you sometimes say things that others might take as hostile or attacking - comments such as "You are a brat!" or "That's ridiculous!" Attacking Sometimes when things get heated, do you move from arguing against other's points to saying things that might hurt them personally? If you get into a heated discussion, are you known to be tough on the other person. In fact, does the person feel a bit mistreated or hurt? </td></tr></table> Key Points Effective communication is vital for a healthy work culture and improved morale. How we communicate, how people perceive us and how we listen are all factors in our effectiveness. Recognizing our patterns is what is most important as it allows you to respond more effectively.	Violence	Silence	Controlling	Masking	Labeling	Avoiding	Attacking	Withdrawing	Dominant and Conscientious	Influence and Steadiness	Violence Patterns Violence patterns consist of any verbal strategy that attempts to convince, control, or compel others to your point of view. It violates safety by trying to force meaning into the pool.	Silence Patterns Silence patterns consist of any act to purposefully withhold information from the pool of meaning. It's almost always done as a means of avoiding potential problems, and it always restricts the flow of meaning.	Style / Pattern Check Masking Either then tell people exactly what you think, do you sometimes rely on jokes, sarcasm, or snide remarks to let them know you're frustrated? 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Key Points - Effective communication is vital for a healthy work culture and improved morale. - How we communicate, how people perceive us and how we listen are all factors in our effectiveness. - Recognizing our patterns is what is most important as it allows you to respond more effectively.	
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3:00-3:45		45 Mins Total – Crucial Conversations														
nea NATIONAL EDUCATION ASSOCIATION Crucial Conversations Chapters 1 and 2	Spent a long time discussing the 4 topics that they could talk safely about.	Introduction We are going to do some work with Chapters 1 and 2 – these are the chapters that you all read commonly. So how do we know that a conversation is crucial? A crucial conversation is a discussion between two or more people where opinions vary, emotions are high, and stakes are high. These conversations can happen in the workplace or at home. When handled poorly, they can lead to strained relationships.	Participants will be able to identify what a crucial conversation is. Participants will connect the Threat mindset to their communication styles.													

Crucial Conversations

Stakes are High
Opinions Differ
Emotions Run Strong



Why would a board of directors need to be able to have crucial conversations?

Can DSEA discuss these?

- › **Safety**
 - When someone violates a procedure or otherwise acts in an unsafe way, the first person to see the problem, regardless of his or her position, steps up and holds a crucial conversation.
- › **Productivity**
 - If an employee underperforms, fails to live up to a promise, doesn't carry his or her fair share, or simply isn't productive enough, the affected parties address the problem immediately.
- › **Diversity**
 - When someone feels offended, threatened, insulted, or harassed, he or she skillfully and comfortably discusses the issue with the offending party.
- › **Quality**
 - When quality standards are not met, people discuss problems face-to-face when they first come up.



ENDED HERE FOR THE DAY

How do you react when conversations become tense or awkward?

Masking
Avoiding
Withdrawing
Controlling
Labeling
Attacking



Had them count off by 11 and in small groups talked about which of these are the most difficult to talk about and why.

Closed by pointing out what boards could put in place as next steps for better communication: Shared Purpose and Values

Community Agreements that are revisited

Identifying and talking about the difficult conversations in affinity groups first.

Turn and Talk Opportunity Can DSEA Discuss these?

Safety When someone violates a procedure or otherwise acts in an unsafe way, the first person to see the problem, regardless of his or her position, steps up and holds a crucial conversation.

Productivity If an employee underperforms, fails to live up to a promise, doesn't carry his or her fair share, or simply isn't productive enough, the affected parties address the problem immediately.

Diversity When someone feels offended, threatened, insulted, or harassed, he or she skillfully and comfortably discusses the issue with the offending party.

Quality When quality standards are not met, people discuss problems face-to-face when they first come up.

ENDED HERE FOR THE DAY

Remember those communication styles? How do you react when one of the crucial conversations on that affinity wall come up?

Why is that?

Keyboard warriors, too busy to really pay attention, underlying personal issues, anxious and feeling unsafe.

People often react poorly to crucial conversations because of strong emotions that initiate our brain's threat system. The typical source of strong destructive emotions is that people don't feel respected and safe.

We go into fight, flight, freeze, or fear mode. Look at how they are linked to the styles under stress. The typical source of strong destructive emotions is that people don't feel respected and safe.

Participants will discuss and assess DSEA's ability to have crucial conversations around broad topics of safety, diversity, quality, and productivity.

Participants will connect decision making to dialogue.

Participants will assess DSEA's ability to use dialogue and make decisions around crucial issues.

Why do we act this way?



THREAT-BASED MINDSET
RESPONSE TO CHALLENGING INFORMATION



Masking
Avoiding
Withdrawing
Controlling
Labeling
Attacking

What is Needed...

- › **Dialogue**
 - A two-way communication between persons who hold significantly differing views on a subject, with purpose of learning more truth about the subject from one another.
 - Building a pool of shared meaning.



Pool of Shared Meaning

- › **All the shared knowledge in a conversation.**
- › **A measure of a group's shared maturity.**
- › **More information in the pool makes for better decisions.**
- › **Remember**
 - The totality of information in the pool is what matters most
 - One dominant person shouldn't control it
 - Other people's contributions are just as valuable
 - People are also more likely to follow through if they have contributed.
 - Morale and trust grown when people feel they're working towards a common goal.

What is needed is dialogue **Dialogue**

A two-way communication between persons who hold significantly differing views on a subject, with purpose of learning more truth about the subject from one another. Both are committed to speaking and listening. Building a pool of shared meaning. The best way to make someone feel safe and respected and to listen and this begins to bring them out of the threat cycle.

Pool of Shared Meaning

- › **All the shared knowledge in a conversation.**
- › **A measure of a group's shared maturity.**
- › **More information in the pool makes for better decisions.**
- › **Remember**
 - The totality of information in the pool is what matters most
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 - Other people's contributions are just as valuable
 - People are also more likely to follow through if they have contributed.
 - Morale and trust grown when people feel they're working towards a common goal.

How does our style affect the shared pool of meaning

IF we stay in threat mindset mode – then our styles are activated and they can get in the way of our participation in dialogue and creating a shared pool of meaning.

Violence patterns consist of any verbal strategy that attempts to convince, control, or compel others to your point of view. It violates safety by trying to force meaning into the pool.

Silence patterns consist of any act to purposefully withhold information from the pool of meaning. It's almost always done as a means of avoiding potential problems, and it always restricts the flow of meaning.

Key Points

How Our Style Can Affect the Pool of Meaning <table><tr><th>Direct and Systematic</th><th>Spirited and Considerate</th></tr><tr><td> Violence Patterns Violence patterns consist of any verbal strategy that attempts to convince, control, or compel others to your point of view. It violates safety by trying to force meaning into the pool. </td><td> Silence Patterns Silence patterns consist of any act to purposefully withhold information from the pool of meaning. It's almost always done as a means of avoiding potential problems, and it always restricts the flow of meaning. </td></tr></table> Key Points  › Effective communication is vital for a healthy work culture and improved morale. › Dialogue is necessary to build trust and become a better organization. › Decisions that matter must include dialogue.	Direct and Systematic	Spirited and Considerate	Violence Patterns Violence patterns consist of any verbal strategy that attempts to convince, control, or compel others to your point of view. It violates safety by trying to force meaning into the pool.	Silence Patterns Silence patterns consist of any act to purposefully withhold information from the pool of meaning. It's almost always done as a means of avoiding potential problems, and it always restricts the flow of meaning.		› Effective communication is vital for a healthy work culture and improved morale. › Dialogue is necessary to build trust and become a better organization. › Decisions that matter must include dialogue	
Direct and Systematic	Spirited and Considerate						
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3:45-4:00		15 Minutes - Ending it Right					
 Ending It Right  Ending it Right › Final Q & A › Plus and Delta		Plus Delta Key Learnings Prep for Tomorrow	Participants will be able to bring a little closure to their learning and provide feedback on the day.				
4:00 ADJOURN							

9:00 Reentry

9:00 - 9:30



DSEA Board of Directors

From Purpose to Plan Day 2



Ellen Holmes

Community Agreements

- Using Self-Awareness and Self-Knowledge
- Listening for Understanding
- Being Gracious
- Staying Engaged
- Being Open and Suspend Judgment
- Saying "I": tell your truth
- Seeking Discomfort
- Reaching Empathy
- Expecting Non-Resolution and Non-Closure

* Adapted from "Strengthening equity and inclusion" Anne G. Coates Foundation



Agenda Review-- Today

- › Reentry
- › Shared Purpose and Values
- › Shared Commitments and Accountability
- › Agreements
- › Plan Outline



MAGNETIC IDEAS

What is an idea, conversation, or action from yesterday that pushed on you? Or pulled on you?



What is hard about the following:

- We trust that everyone here is an adult.
- We trust the positive intent of everyone in the room.
- We trust that we will have an equal voice.
- We trust



Welcome back

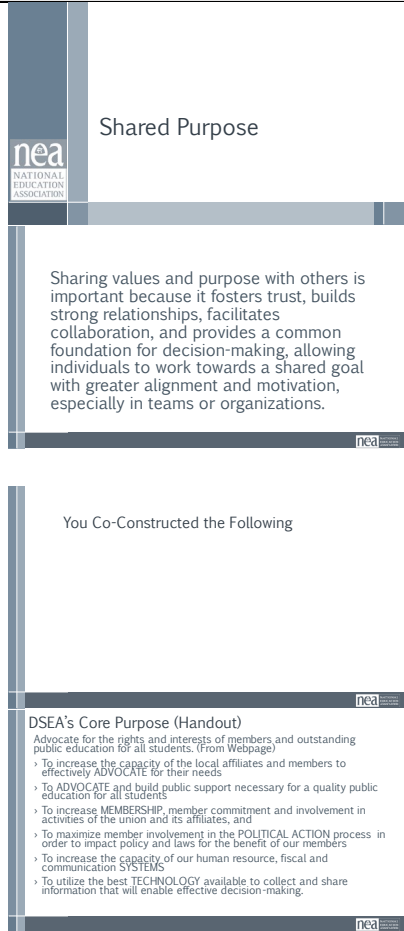
Review of the agreements

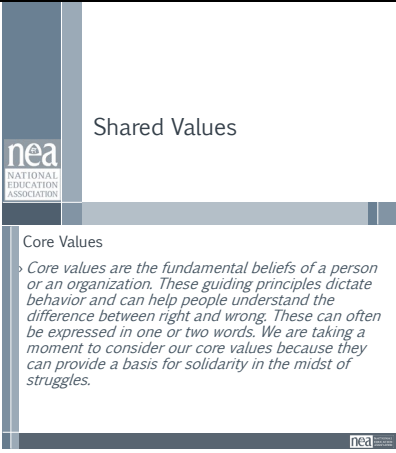
Magnetic Ideas

Discussion about what it tough

How do you get to trust?

HOW DO GET TO TRUST? Whether between or among individuals or organizations TRUST is a dependent variable. The level of trust depends on four aspects of the relationships between and among individuals. Predictability Can we predict what they will do in similar situations? Reliability Do they do what they say they will do? Accountability Do they take responsibility for what they do? Honesty Do they have the same values about trust that we do?			
9:30-9:45		Three Steps to an Effective Board	
		1. You have a shared – and engaging – purpose. You are clear on what the Board does (purpose), who you will be doing it with (constituency), and what kinds of activities your board will participate in. The work you have to do is readily understood, it’s challenging, it matters and you know why it matters. Team members need to be able to articulate for themselves and others this “purpose” 2. Your board has explicit agreements Your board sets clear expectations for how to govern itself in your work together. How will you manage meetings, regular communication, decisions, and commitments? And, most importantly, how will you correct violations of the agreements so they remain real, trusted agreements? Boards with explicit operating rules are more likely to achieve their goals. Some team norms are operational, such as how often will we meet? How will we share and store documents? Communicate with others outside the team? etc. Others address expectations for member interaction with each other. Initial norms guide your team in its early stages as members learn how to work together. Norms can be refined through regular group review of how well the team is doing. 3. You have created clear interdependent roles. Each team	

		member must have their own responsibility, their own “chunk” of the work, on which the success of the whole depends. No one is carrying out activity in a silo that’s secretive to others. A good team will have a diversity of identities, experiences and opinions, ensuring that everyone is bringing the most possible to the table.	
9:45-10:15		30 Minutes Your Shared Purpose	
 The handout is titled "Shared Purpose" and features the NEA logo. It contains the following text: Sharing values and purpose with others is important because it fosters trust, builds strong relationships, facilitates collaboration, and provides a common foundation for decision-making, allowing individuals to work towards a shared goal with greater alignment and motivation, especially in teams or organizations. You Co-Constructed the Following DSEA's Core Purpose (Handout) Advocate for the rights and interests of members and outstanding public education for all students. (From Webpage) › To increase the capacity of the local affiliates and members to effectively ADVOCATE for their needs › To ADVOCATE and build public support necessary for a quality public education for all students › To increase MEMBERSHIP, member commitment and involvement in activities of the union and its affiliates, and › To maximize member involvement in the POLITICAL ACTION process in order to impact policy and laws for the benefit of our members › To increase the capacity of our human resource, fiscal and communication SYSTEMS › To utilize the best TECHNOLOGY available to collect and share information that will enable effective decision-making.	Shared Purpose Worksheet	Sharing values and purpose with others is important because it fosters trust, builds strong relationships, facilitates collaboration, and provides a common foundation for decision-making, allowing individuals to work towards a shared goal with greater alignment and motivation, especially in teams or organizations. You co constructed this shared value statement Lets look at DSEA’s core purpose statement How does it align with the 5 Strategic Areas? What are gaps you see? Lets look at DSEA’s core purpose statement How does it align with the 5 Strategic Areas? What are gaps you see?	Identify the connection between why we exist and the strategic goals we set.

 What are the alignments you see? What are gaps you notice? Communications Organizing Leading the Profession Political Engagement Social Justice Key Points Stronger bonds and connection: When people share similar values, they tend to feel more connected and comfortable with each other, which strengthens relationships and fosters trust. Improved communication and collaboration: A shared understanding purpose can lead to more effective communication and collaboration, as everyone is on the same page about priorities and goals. Increased motivation and engagement: Knowing that you are working towards a shared purpose can be highly motivating and lead to greater commitment and engagement in the work. Resilience in challenging situations: During difficult times, a shared sense of purpose can help a group stay focused and united, overcoming obstacles more effectively.		Key Points: Stronger bonds and connection: When people share similar values, they tend to feel more connected and comfortable with each other, which strengthens relationships and fosters trust. Improved communication and collaboration: A shared understanding purpose can lead to more effective communication and collaboration, as everyone is on the same page about priorities and goals. Increased motivation and engagement: Knowing that you are working towards a shared purpose can be highly motivating and lead to greater commitment and engagement in the work. Resilience in challenging situations: During difficult times, a shared sense of purpose can help a group stay focused and united, overcoming obstacles more effectively.	
10:15-10:30 BREAK			
10:30-11:15		30 Minutes Shared Values	
 Shared Values Core Values Core values are the fundamental beliefs of a person or an organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. These can often be expressed in one or two words. We are taking a moment to consider our core values because they can provide a basis for solidarity in the midst of struggles.	Shared Value Handouts	This morning we began with each of us recording our values. We identified some common themes. <i>Core values are the fundamental beliefs of a person or an organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. These can often be expressed in one or two words. We are taking a moment to consider our core values because they can provide a basis for solidarity in the midst of struggles</i> Identifying shared values allows groups to communicate more effectively about what matters most and collaborate more deeply. A shared understanding of values allows diverse groups to be more aligned about priorities and goals. When facing challenges and dilemmas, shared values can help focus a group on making tough decisions that allow their actions to align	Identify the connection between shared Values and the strategic goals we set.

Why worry about Shared Values?

Identifying shared values allows groups to communicate more effectively about what matters most and collaborate more deeply. A shared understanding of values allows diverse groups to be more aligned about priorities and goals. When facing challenges and dilemmas, shared values can help focus a group on making tough decisions that allow their actions to align with an overall purpose. Shared values are key to a strong culture where individuals feel comfortable expressing their opinions, supporting each other, and holding each other accountable.

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DSEA Values (Beliefs)

- › That public education is the best way to provide opportunities for all in a democratic society;
- › That our members in public education and public health are our most valuable resources. It is through their empowerment and involvement that we will achieve our mission and goals;
- › That advocacy on behalf of our members and public education is the primary focus of our organization; and
- › That we build relationships based on fairness, dignity and respect.

nea

What are the alignments you see?

What are gaps you notice?

Communications

Organizing

Leading the Profession

Political Engagement

Social Justice

nea

Union Values

Fairness, honesty/integrity, responsibility, compassion/empathy, safety, health, generosity, hard work/responsibility, community, freedom, democracy, binding contracts, equality, opportunity, respect, stability/security, unity, quality work, justice, collective action, dignity/respect, charity/community service, and due process.

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What do you think are the 5 most important values from this list that are exemplified by this Board?
What are specific examples of that?

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with an overall purpose. Shared values are key to a strong culture where individuals feel comfortable expressing their opinions, supporting each other, and holding each other accountable.

Let's Look at DSEA's values in light of the 5 strategic areas

What are the alignments you see?

What are gaps you notice?

I want to show you some universal Union Values

What do you think are the 5 most important values from this list that are exemplified by this Board?

What are specific examples of that?

KEY POINTS

Improved communication and collaboration:

A shared understanding of values can lead to more effective communication and collaboration, as everyone is on the same page about priorities and goals.

Better decision-making:

When faced with challenges or dilemmas, shared values can act as a guiding principle to make decisions that align with the group's overall purpose.

Positive team dynamics:

Shared values contribute to a more positive and supportive team environment, where individuals feel comfortable expressing their opinions and supporting each other

- › Ideally – The purpose of Unions is to advance the welfare of all workers. They are based on the idea of justice, progress, and betterment of self and of society. They embody the universal ideal of human rights and the need to aspire to become more complete human beings. By becoming an active participant in the labor

Report Out  › Each table shares list of values. › Listen as tables share out specific actions and only add new ones. › What do you notice? Key Points  Improved communication and collaboration: A shared understanding of values can lead to more effective communication and collaboration, as everyone is on the same page about priorities and goals. Better decisionmaking: When faced with challenges or dilemmas, shared values can act as a guiding principle to make decisions that align with the group's overall purpose. Positive team dynamics: Shared values contribute to a more positive and supportive team environment, where individuals feel comfortable expressing their opinions and supporting each other. Key Points  › Ideally – The purpose of Unions is to advance the welfare of all workers. They are based on the idea of justice, progress, and betterment of self and of society. They embody the universal ideal of human rights and the need to aspire to become more complete human beings. By becoming an active participant in the labor movement, members become part of something larger than themselves. › However, without INTENTIONAL APPLICATION of our stated values to dismantling systems of oppression we make no forward movement.		movement, members become part of something larger than themselves. › However, without INTENTIONAL APPLICATION of our stated values to dismantling systems of oppression we make no forward movement.	
11:15-12:00		Shared Agreements	
11:15-12:00		45 Minutes Walking Our Values	

Core Values

Core values are the fundamental beliefs of a person or an organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. These can often be expressed in one or two words. We are taking a moment to consider our core values because they can provide a basis for solidarity in the midst of struggles.



Report Out

Each table shares list of values.

Listen as tables share out and only add new values to the list.

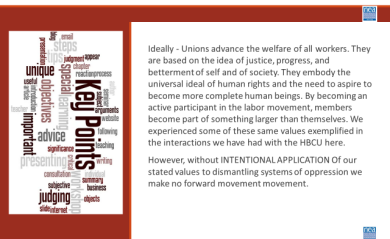
What do you notice?



Union Values



Fairness, honesty/integrity, responsibility, compassion/empathy, safety, health, generosity, hard work/responsibility, community, freedom, democracy, binding contracts, equality, opportunity, respect, stability/security, unity, quality work, justice, collective action, dignity/respect, charity/community service, and due process.



Ideally - Unions advance the welfare of all workers. They are based on the idea of justice, progress, and betterment of self and of society. They embody the universal ideal of human rights and the need to aspire to become more complete human beings. By becoming an active participant in the labor movement, members become part of something larger than themselves. We experienced some of these same values exemplified in the interactions we have had with the HBCU here.

However, without INTENTIONAL APPLICATION OF our stated values to dismantling systems of oppression we make no forward movement.

15 Minutes Introduction and Core value Brainstorm for Unionism -

Introduction – 4 Minutes We are going to begin thinking about how values shape our unions. Let's look at how the values held by black workers shaped the history of unionism.

Show Video (2 Minutes)

We like to think that Unions have always been about equity and fairness. Truth is, Women and formerly enslaved black people were excluded from unions. Black teachers founded Colored Teachers Associations CTAs to enhance educational opportunities for Black children, to develop themselves as professionals, political actors, and intellectuals, as well as to organize around broader socio-political concerns in the Black Freedom Movement. Today – it is more important than ever for our work in our unions to be rooted in anti-racism. Unionism is a collection of core values. *Core values are the fundamental beliefs of a person or an organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. These can often be expressed in one or two words. We are taking a moment to consider our core values because they can provide a basis for solidarity in the midst of struggles.*

At your tables, brainstorm what you think are CORE union values (turn and talk at your table and list those – be ready to report out). Use **p.** in your participant handout to record them.

Report out by asking each table to report their list – record those (**chart them**) – as you go to each table ask them to only add not repeat. Some examples you would expect to see – keep them to one or two words.

Fairness, honesty/integrity, responsibility, compassion/empathy, safety, health, generosity, hard work/responsibility, community, freedom, democracy, binding contracts, equality, opportunity, respect, stability/security, unity, quality work, justice, collective action, dignity/respect, charity/community service, and due process.

Participants will use the core values of unionism and the exemplified core values from the HBCU encounter to reflect on the level of intentional anti-racist values found in their own affiliates.

Walk the Line Activity

There will be six rounds
 Listen to the union value statement, a description, and a short statement.
 Based on how you have seen **your affiliate** live into this stated value, you will move on the line toward "Strongly Agree" or "Strongly Disagree"
 Keep in mind, this is a reflection activity. People may feel very differently about the values and how they see our work. The variety of perspectives is important.



5 Minutes -Whole room discussion – How did you see these values exemplified in your time with our HBCU?

Key idea for this introduction and brainstorm activity (2 Minutes)

(don't read this out loud- ask them to read it for themselves)
 Ideally - Unions advance the welfare of all workers. They are based on the idea of justice, progress, and betterment of self and of society. They embody the universal ideal of human rights and the need to aspire to become more complete human beings. By becoming an active participant in the labor movement, members become part of something larger than themselves. We experienced some of these same values exemplified in the interactions we have had with the HBCU here. However, without INTENTIONAL APPLICATION of our stated values to dismantling systems of oppression we make no forward movement.

40 Minutes TOTAL- Union Values Walk the Line Activity

(Set Up) Take into consideration that this activity will require standing for an extended period, moving in a small space and some reading. Mark a line on the floor of the room with string or tape. Note that this line needs to be long enough for all of the participants to have space on it. On one side of the line, post a sign that reads "Strongly Agree," and on the other, post a sign that reads "Strongly Disagree."

Directions to Give- 2 Minutes

This activity gives us a chance to check and see how our Core Union Values we just discussed, and the Core Values we saw exemplified in our time with the HBCU relates to the values of unionism where we work, in our affiliate. When we intentionally add values that center anti-oppression in our work – Race Class and Gender are systemic forms of oppression that we are socialized to normalize in our work. I am going to read

Walk the Line Activity – Round 1**Calling People In Not Out**

Calling people in means trying to create a culture and community that people actually want to be a part of. Calling people in means we don't shame or blame. It requires direct, specific and compassionate communication with one another. We all have space to grow, and calling people in is how we support one another through growth.

STATEMENT: Our affiliate calls one another in when we need to communicate within our affiliate and with other white people.

**Walk the Line Activity – Round 2****Accountability through Collective Action**

Collective actions means that we look to build a movement of millions of people. Individual transformation is not enough. This is done through building accountability relationships with people of color who are doing racial justice work in the movement and who are accountable to a group of people. We don't wait to be asked to take action to organize white people.

STATEMENT: Our affiliate is taking accountable collective action on a regular basis.

**Walk the Line Activity – Round 3****Taking risks, making mistakes, learn, and keep going.**

Making mistakes is part of life, and we know we have to be outside of our comfort zones in order to make change. Even when we take on real risk, we know that the risk is always greater for people of color. When we make mistakes, we want to reflect and stay in motion. We cannot let making mistakes prevent us from continuing our work. When others make mistakes, we do not shame, blame or exile.

STATEMENT: Our affiliate stays in the process of taking action, receiving feedback and staying in motion. We support one another through our mistakes.



some common Union value statements out loud with a short description. After the description, I will read a simple statement. Once I read the statement, please move and stand on the spectrum of agree/disagree based on your opinion and what you have seen your affiliate do. Keep in mind, this is a reflection activity. People may feel very differently about the values and how they see our work. The variety of perspectives is important.

For each round, (there are 6) Read the description of a value and the statement that follows it. Repeat the statement twice. Then ask people to move. Intentionally call on people, just two or three for each statement, to share why they choose to stand where they did.

Walk the Line Activity 20 Minutes (About 3 minutes per round)**Round 1****Calling People In Not Out**

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Walk the Line Activity – Round 4

Mutual Interest

Racial justice isn't something we help people of color with. The system of white supremacy harms all of us—including white people, though in very different ways than people of color. We need to get clear with ourselves about what we have to gain through this fight.

STATEMENT: Our affiliate and members are clear on our mutual interest. We've spent time getting clear on what's at stake for us as individuals and as a group



Walk the Line Activity – Round 5

Enough for All

There are enough resources in the world for everyone's basic needs to be met—for folks to have decent housing, enough food, safety, etc. The problem isn't that we don't have enough stuff—it's that it's distributed unfairly. White supremacy tells us we need to compete with everyone, even other people doing this work.

STATEMENT: We organize from a place of abundance and cooperation.



Walk the Line Activity – Round 6

Growing is good

We need millions of white people to join the movement for racial justice, and in order for this to happen our groups need to keep growing. We need to constantly bring in new voices and leaders. This means more than inviting people to come to meetings. It means finding new and exciting ways to bring people into the work based on their skills.

STATEMENT: Our group is open to growth. We bring in new members and engage with them as leaders.



STATEMENT: Our affiliate is taking accountable collective action on a regular basis.

Round 3

Taking risks, making mistakes, learn, and keep going.

Making mistakes is part of life, and we know we have to be outside of our comfort zones in order to make change. Even when we take on real risk, we know that the risk is always greater for people of color. When we make mistakes, we want to reflect and stay in motion. We cannot let making mistakes prevent us from continuing our work. When others make mistakes, we do not shame, blame or exile.

STATEMENT: Our affiliate stays in the process of taking action, receiving feedback and staying in motion. We support one another through our mistakes.

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STATEMENT: Our affiliate and members are clear on our mutual interest.

We've spent time getting clear on what's at stake for us as individuals and as a group.

Round 5

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There are enough resources in the world for everyone's basic needs to be met—for folks to have decent housing, enough food, safety, etc. The

Debrief the Line  • What are you taking away from that activity that relates to our time here learning about HBCU organizing? • Is there anything that surprised you? • Where are we doing really well? • Where do we need to grow?  Like HBCUs and other non- PWIs our unions CAN be critical in the dismantling of systems of oppression – BUT Organizations that adopt racial justice principles must ensure that they also invest in sustained forms of leadership, staff, and member development to create a shared understanding of race and racism (and gender or class for that matter).		problem isn't that we don't have enough stuff—it's that it's distributed unfairly. White supremacy tells us we need to compete with everyone, even other people doing this work. STATEMENT: We organize from a place of abundance and cooperation. Round 6 Growing is good We need millions of white people to join the movement for racial justice, and in order for this to happen our groups need to keep growing. We need to constantly bring in new voices and leaders. This means more than inviting people to come to meetings. It means finding new and exciting ways to bring people into the work based on their skills. STATEMENT: Our group is open to growth. We bring in new members and engage with them as leaders. Debrief Questions - 15 Minutes • What are you taking away from that activity that relates to our time here learning about HBCU organizing? • Is there anything that surprised you? • Where are we doing really well? • Where do we need to grow? 2 Minutes Key Ideas Like HBCUs and other non- PWIs our unions CAN be critical in the dismantling of systems of oppression – BUT Organizations that adopt racial justice principles must ensure that they also invest in sustained forms of leadership, staff, and member development to create a shared understanding of race and racism (and gender or class for that matter).	
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12:00-1:00 LUNCH			
1:00-2:30		Plan to Act around 5 Priority Areas	
2:30-3:30		Ownership and Accountability	
3:30-4:00		30 Minutes - Ending it Right	
		Questions, Connections, Reflections I used to think now I know ... Plus and Deltas	Participants will be able to bring a little closure to their learning and provide feedback on the day.
4:00 ADJOURN			